# Command Overview

## February 2016

CAPT Chris Harris
Commanding Officer

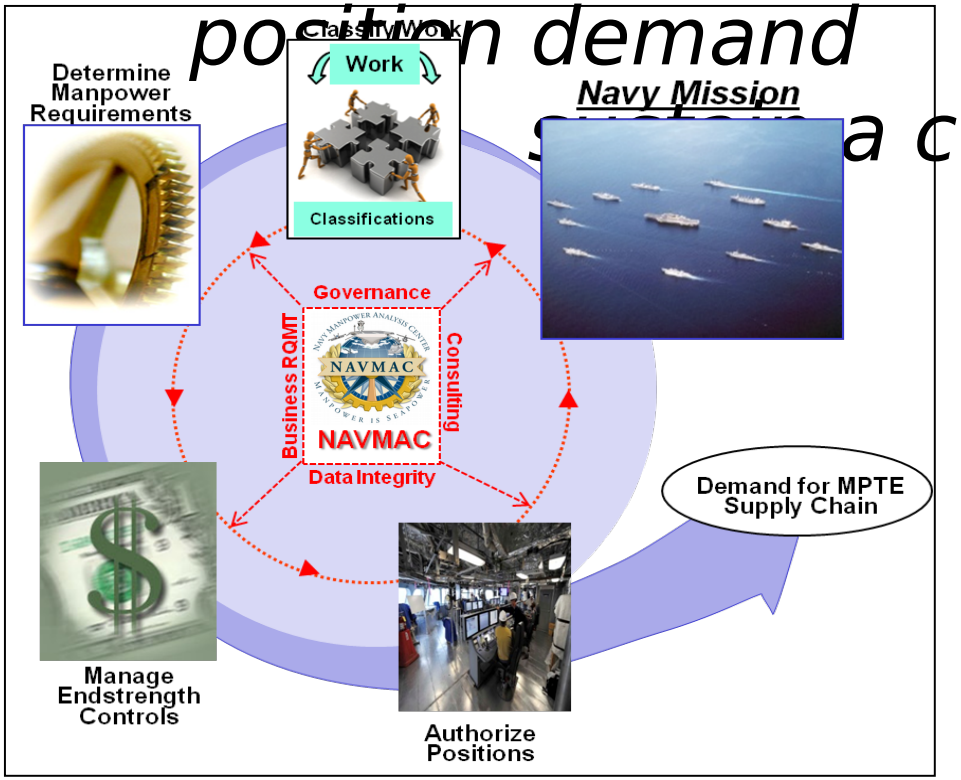
CDR Terrence Jones
Executive Officer

Mr. George Vogel
Technical
Director

# Navy Manpower Analysis Center

## *Defining the Manpower Demand*

*...we define, translate, and classify the Navy's work into a workforce structure and position demand signal to sustain a combat ready force...*




*Vision*

*...we lead the Navy in manpower solutions...*

***Adding value by defining Navy's work and creating accurate manpower demand signals for FIT***

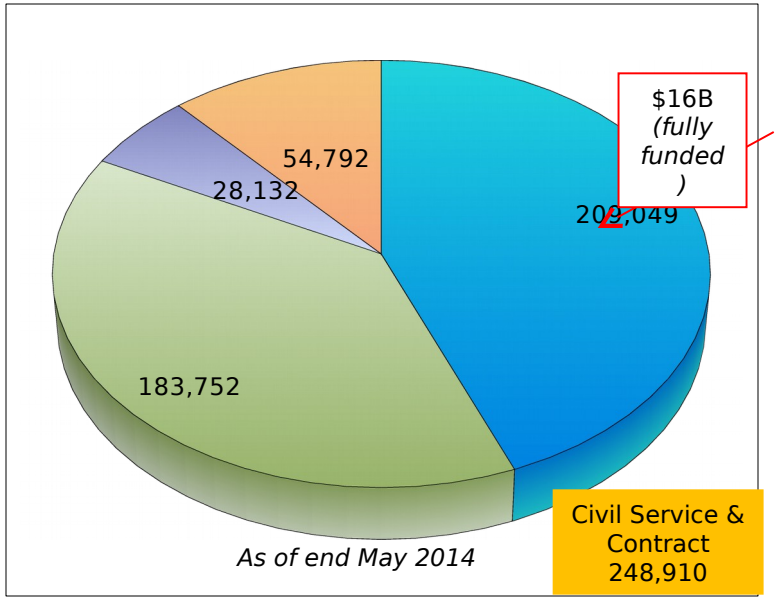
# Navy Manpower Analysis Center

## *At a Glance*

**Mission Areas**

- Navy's Occupational Classification Systems
- Fleet Manpower Requirements Determination
- Navy's Manpower Management Program Administration
- Navy's Manpower Information System Business RQMT

## Navy Military Manpower RQMTs




## Primary Outcomes

- Effective Job & Qualifications Management
  - Military human resources structures (e.g., Rating, NEC, NEBC, Designator, AQD, NOBC, SUBSPEC)
- Valid Ship/Squadron Manpower Requirements
  - 209K RQMTs - 44% of Navy's Military RQMTs
- Effective Manpower Management Processes & Policies
  - Authoritative Activity Manpower Documents (AMDs) for 6,200+ Units & 725K Positions
- Effective Information System Performance of Manpower Processes
  - TFMMS and NMRS performance (40+ Outgoing Interfaces)

# NAVMAC Core Business Processes

**Define Navy's Manpower Demand**

**Conduct Manpower Studies**

(Manpower Documents (SMD, SQMD, FMD), Staffing Standards, Occupational Standards, Models)

**Perform Manpower Assessments**

(PSMD, NTSP, ROC/POE, Manpower Change Request, Rating Mergers, SCRs, RISs, "What ifs")

**Manage Manpower Programs & Projects**

(Manpower Instructions/Manuals, NOOCS & NEOCS, Configuration Control/Functional Review Boards)

**Outcome**

Proper Position Demand Signal

| ***Navy Occupational Classification Systems*** | ***Fleet Manpower Requirements Determination*** | ***Navy Manpower Mgmt Program Administration*** | ***Navy Manpower Information System Business RQMT*** |
|---|---|---|---|
| Code 10 | Codes 30 & 40 | Code 20 | FMO |

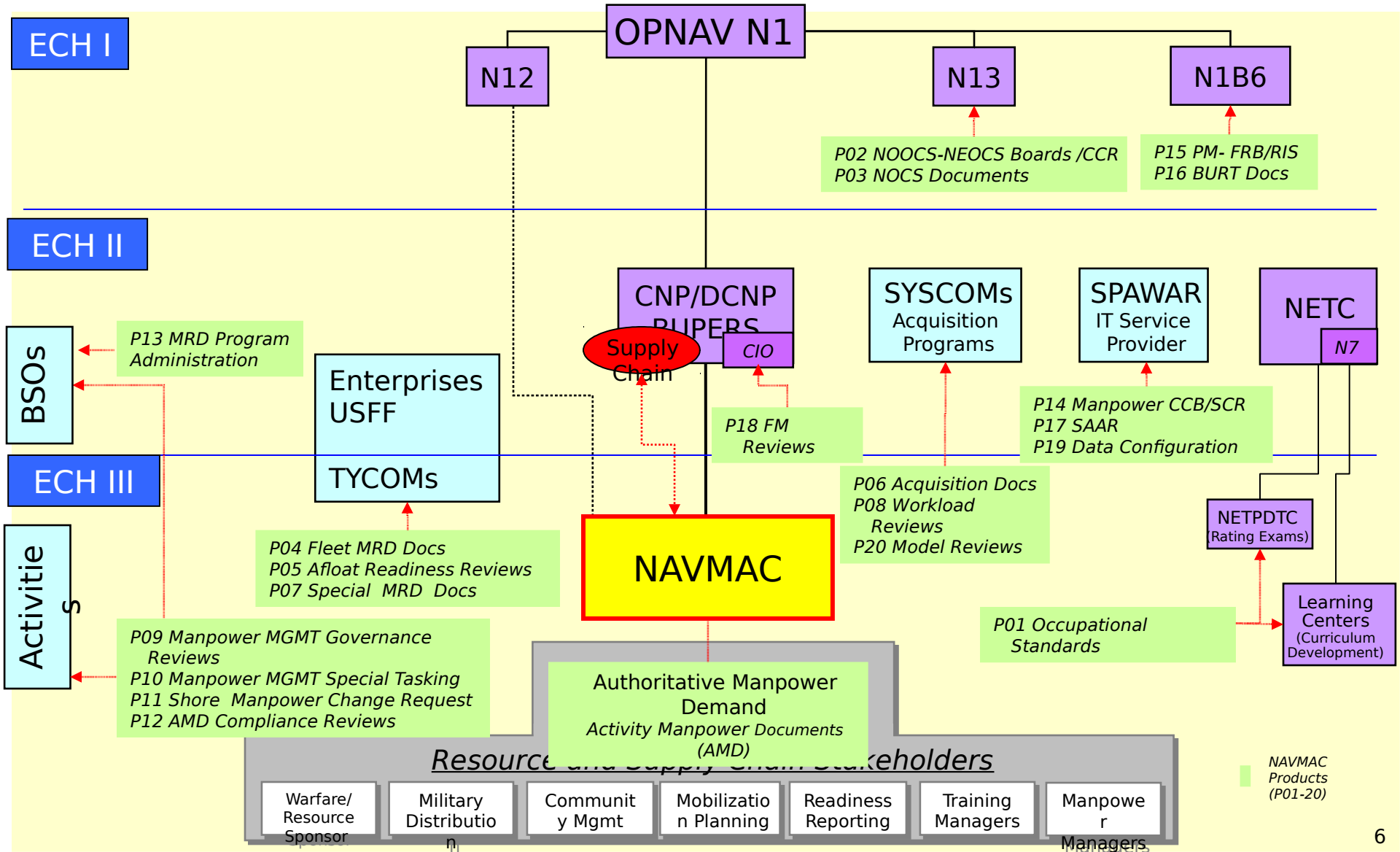
# What do we Produce

## *Products Supporting MFT*

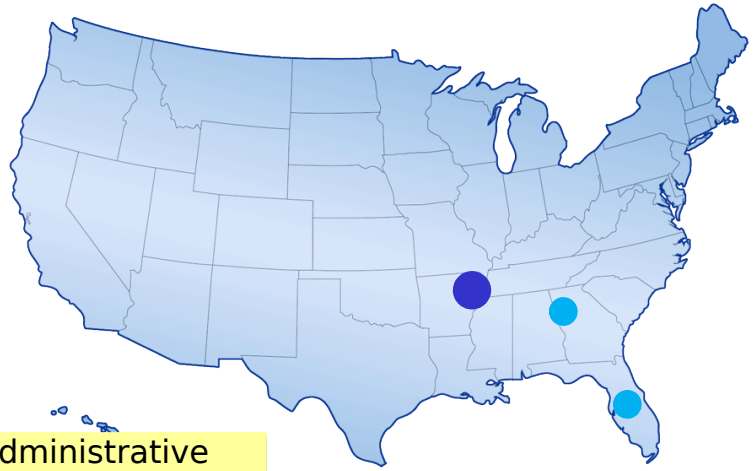
| Mission Area | Function | Product/Service |
|---|---|---|
| **M1** Navy's Occupational Classification Systems (NOCS) | **F1** Administer the Officer and Enlisted Occupational Classification Structure | **P01** Navy Enlisted Occupational Standard (NEOS) Documents |
| | | **P02** NEOCS / NOOCS Board Administration |
| | | **P03** NOCS Governance Reviews (e.g., Instructions, Coding validation) |
| **M2** Fleet Manpower Requirement Determination (FMRD) Program | **F2** Develop and document manpower requirements for all fleet activities within the Navy | **P04** Fleet Manpower Requirements Determination (FMRD) Documents |
| | | **P05** FMRD Readiness Reviews (AMDs, MPTs) |
| | **F3** Provide manpower requirements determination support for Navy's acquisition programs and initiatives | **P06** Acquisition Manpower Documents (Supporting PSMD/PSQMD, MER |
| | | **P20** Manpower Model Reviews |
| | | **P07** Special Tasking Manpower Documents |
| | | **P08** Workload Document Reviews (e.g., NTSPs, ROC/POEs) |
| **M3** Navy's Manpower Management Program Administration | **F4** Provide technical consulting services in all areas of manpower management to manpower managers, manpower Budget Submitting Offices (BSOs) and OPNAV sponsors | **P09** Manpower Management (MM) Governance Reviews (e.g., Policy Documents, Policy Portal Topics, Conferences, SCRs, NOCS Requests, etc) |
| | | **P10** Manpower Management Administration Special Tasking |
| | **F5** Provide direct support to CNO central authority to enforce policy or additional technical guidance needed to achieve objectives of total force manpower management | **P11** Shore Activity Manpower Document (AMD) Change Request (MCR) Reviews |
| | | **P12** AMD Position Data Compliance Reviews |
| | **F6** Provide direct support to Chief of Naval Operations (CNO) in managing the Navy Manpower Requirements Program | **P13** Manpower Requirements Determination (MRD) Administration |
| **M4** Navy's Manpower Information System (IS) Business Requirement | **F7** Provide functional management support for assigned manpower Automated Information Systems (AIS) | **P14** Manpower Information System Configuration Control Boards (CCB) Administration |
| | | **P15** Position Management Functional Review Board (PM-FRB) Administration |
| | | **P16** Manpower Business Requirement (BURT) Documents |
| | | **P17** Manpower Information System User Accounts |
| | | **P18** Functional Manager Governance Reviews (e.g., DADMS, Audits) |

# NAVMAC Navy-wide Customers

## Who gets our products (P01-20)



# Organization & Workforce



Commanding Officer
CAPT Chris Harris

Technical Director
Mr. George Vogel, GS-15

Functional Management Office
FMO
Mr. John Nickle, GS-13

Executive Officer
CDR Terrence Jones

Administrative Support
LT Ravel Pirouznia

Occupational Classifications
Code 10
LCDR Katie McLeod

Manpower Programs
Code 20
Mr. Doyle Avant, GS-14

Aviation Programs
Code 30
CDR Benjamin Moore

Afloat Programs
Code 40
CDR Kevin Sutton

## Senior Analytical Staff

- Manpower Analysis
- Industrial Engineering
- Organizational Psychology
- Human Resources
- Warfare Specialties

## Integrated Team

- 14 Officers
- 48 Enlisted
- 34 Civil Service
- 7 Civil Service (Remote)
- 5 Contractors

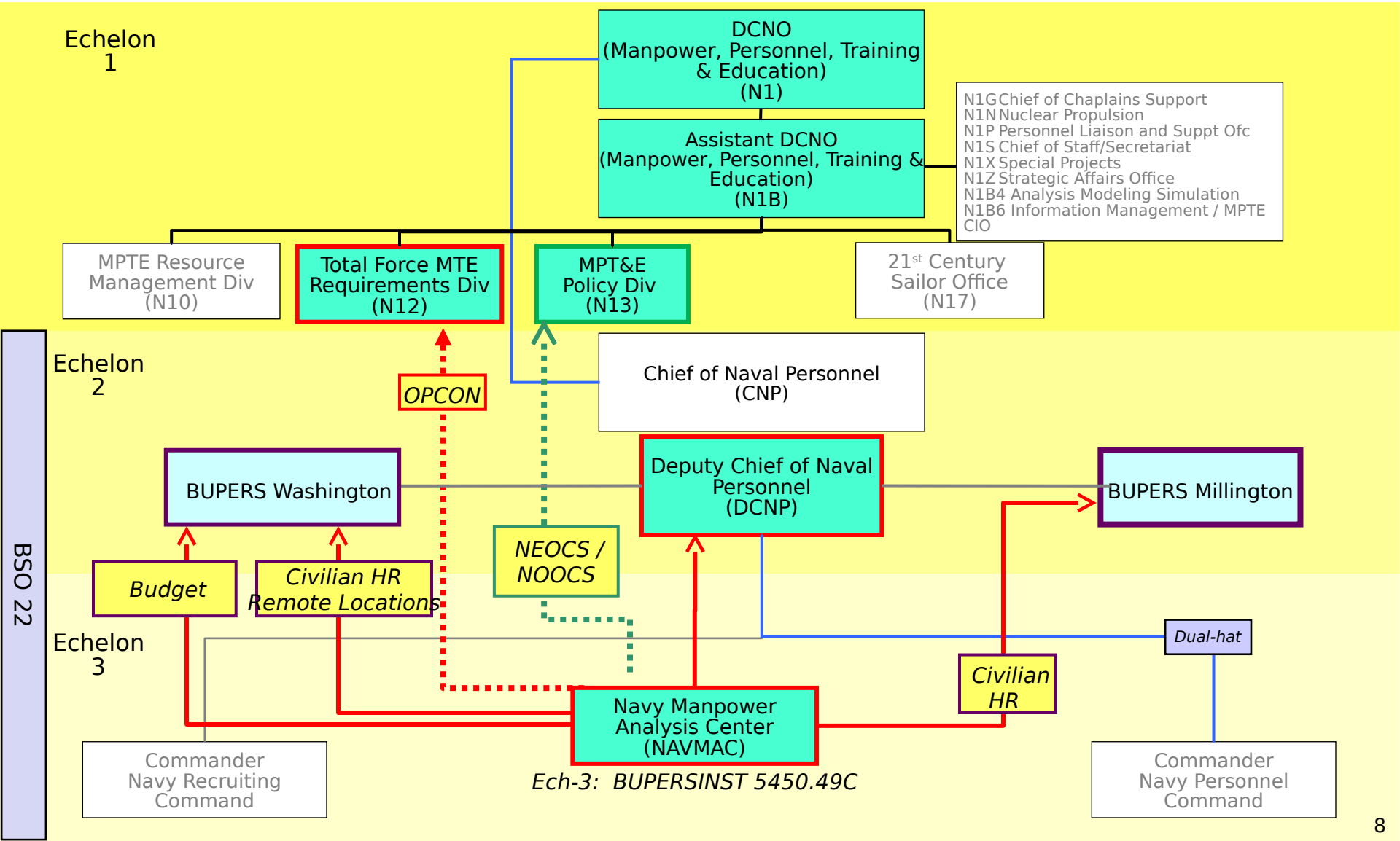
108 Total Workforce

## Locations

- Millington, TN
- Orlando, FL

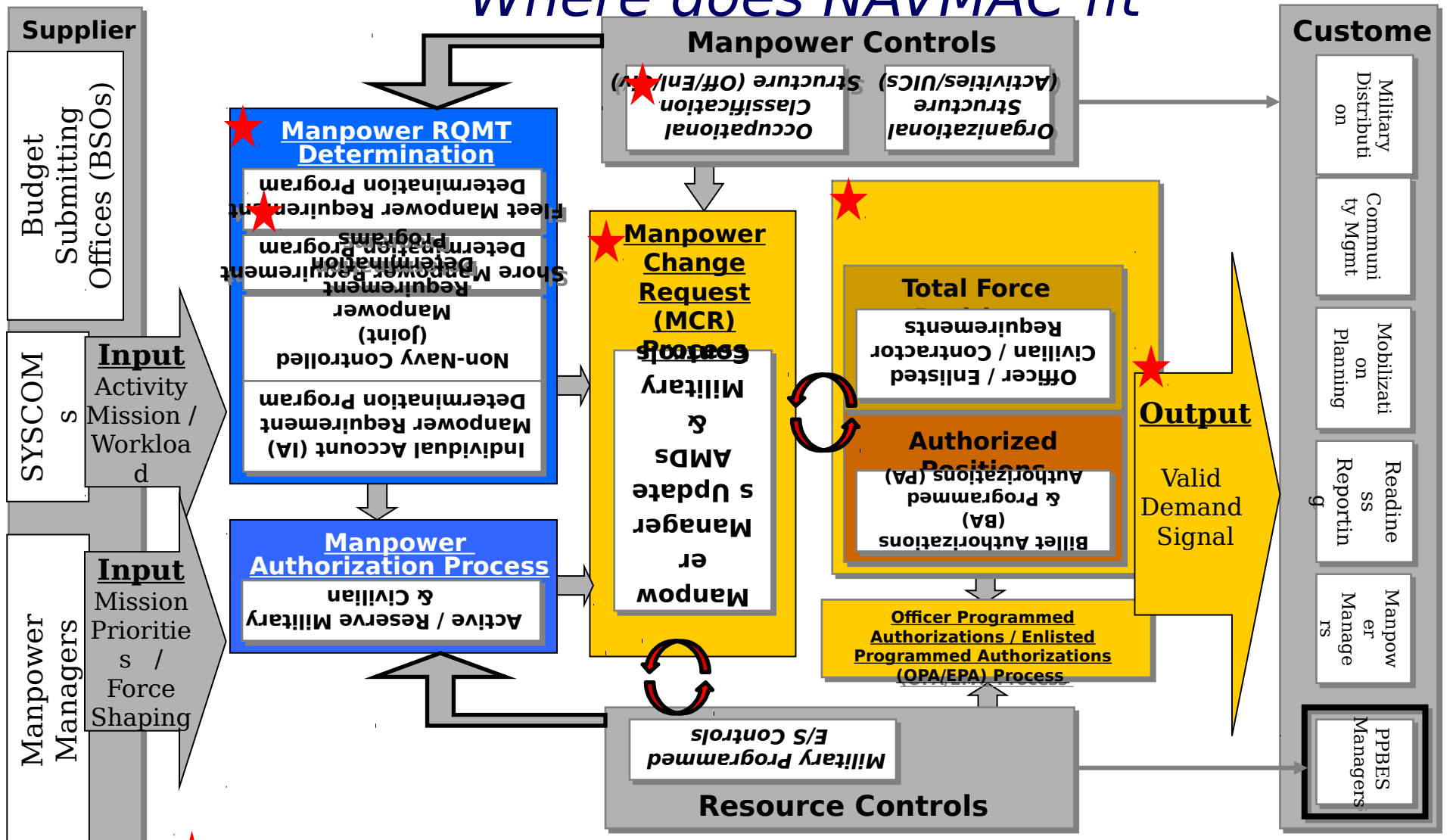
# Organizational Alignment

## *Complex Relationships*



# Manpower Management Process

## *Where does NAVMAC fit*




NAVMAC Business Functions

# NAVMAC Focus Areas

## *Concerns / Issues*

- Manpower Information Systems:
  - Inability to keep up with changes in manpower processes, support current manpower management processes, respond to increasing information assurance and accessibility requirements
- Manpower Processes:
  - Resource-intensive for both manpower managers and the fleet
  - Do not fully support new war-fighting capabilities, platforms and concepts (LCS, UAV, AEGIS ashore)
  - Do not meet stakeholder needs for analytical rigor, robust data management, MPTE supply chain management and cost optimization
- Manpower Standards:
  - Manpower requirements for ships/squadrons may be degrading due to Fleet Manpower Requirements Determination (FMRD) staffing standards, manpower allowances, factors and assumptions not reflecting current fleet operations
  - Occupational Standards may be degrading due to tasks not meeting the required level of validity that is obtained from a broad based (fleet-wide) assessment of sailors actually performing the work

# Strategy & Initiatives

Goal-1
Improve Navy manpower products to support a skill-based workforce
Goal-2
Define and structure manpower business requirements to comply with DOD/DON Information Management (IM) initiatives
Goal-3
Improve framework and business requirements for Navy Position Management Line of Business (PMLOB)
Goal-4
Increase visibility, availability, and usability of NAVMAC information
Goal-5
Increase stakeholder confidence in NAVMAC products and services
Goal-6
Foster an effective workforce to maximize NAVMAC capabilities

## Three-pronged Strategy

### ***Modernize Business Capabilities***

- Increase Availability, Access, Accuracy and Agility

### ***Improve Manpower Processes***

- Assess Current Processes & Products
  - Update Inputs, Standards, Factors, & Assumptions
- Develop New Processes & Products
  - Develop New Data Collection & Computations Methods

### ***Leverage MPTE Resources***

- Science & Technology - Simulation Toolset for Analysis of Mission, Personnel, & Systems (STAMPS)
- N1/N81 Analytic Agenda – Annual Submissions
- NETC Tools – Survey & Database Capabilities

## Major NAVMAC Initiatives

- Modernize Navy Manpower IT Systems
  - Modernize TFMMS - Software development
  - Modernize NMRS - Developing Business Case Analysis (BCA)
- Improve Fleet Manpower Requirements Determination (FMRD)
  - Implement new 30% MRPA allowance
  - Develop new Fatigue allowance
  - Develop new optimization model using STAMPS Manpower Planning and Optimization Toolset (MPOT)
- Modernize Occupational Classification
  - Deploy Navy Job Analysis (NJA) process containing analytical rigor and robust data mgmt using MPTE NJA Cross Functional Team (CFT)
  - Streamline & automate NOOCS / NEOCS administration

## Navy Initiatives

- Shore Manpower Requirements Determination Program (SMRDP) Assessment (N81/N12)
- Afloat Navy Workweek Assessment (SURFOR/PACFLT/USFF)
- Nuclear Deterrent Enterprise Review (SECDEF)

# Recent Accomplishments

## FY14 Production

**Key Number of Products Completed**

- 20 Enlisted OCCSTD Studies
- 124 NEOCS/NOOCS Change Requests (CCRs)
- 24 FMRD Studies
- 154 FMRD Workload Doc Reviews
- 9 MRD Program Administration Tasks
- 18,714 AMD Position Reviews
- 65 Manpower IT System Change Requests (SCRs)

**Key Product Performance Measures**

- 100% of OCCSTDs meet Periodicity Criteria
- 26% of CCR meet Cycle Time Criteria
- 51% of SQMDs, 43% of SMDs, 54% of FMDs, 86% of MRWs, 65% of STSTDs meet Compliance Criteria
- 85% of MRD Policies meet Effectiveness Criteria
- 85% of AMM / TFMMS Business Reqts met
- 54% of FMRD / NMRS Business Reqts met

**Stakeholder Approved*

## NAVMAC Initiatives

- Sustainment of TMMCA/NMRS
  - Completed implementation of sustainment modules
- Modernization of TFMMS/NMRS
  - Contract awarded for AMM/TFMMS development
  - Released and assessed RFI for NMRS
- FMRD Improvements
  - STAMPS MPOT data structure visit
- Navy Job Analysis (NJA) Project
  - Loaded OCCSTD into AIM/CPM (NETC Self-service)
  - Completed draft Navy Task Classification (NTC) taxonomy (Universal tasks)
  - Completed development of NODCAM (data mgmt tool) prototype
- Navy Occupational Classification System Administration
  - Completed BPR “as-is” modeling
  - Completed draft NOCSS Business RQMT document
- Updated FMRD BURT v1.1 & AMM BURT v1.1

## Navy Initiatives

- SMRDP Assessment (CNO N12) – Developed draft MFT Instruction
- Afloat Workweek (SURFOR/PACFLT/USFF) – Monitoring NPRST study
- Gender Neutral OCCSTDs Review (N13) – Completed review of all Occupational Standards
- HBSS / CANES IT Workload Assessment (NAVCYBERFOR) – Completed impact study

# NAVMAC Production Plan

## *Product Production*

| Mission Area | Product | Production Metric – Number Closed (Completed/Canceled) in FY | FY11 Actual | FY12 Actual | FY13 Actual | FY14 Actual | *FY15 Planned* |
|---|---|---|---|---|---|---|---|
| M1 Navy's Occupational Classification Systems (NOCS) | P01 | Number of Job Analysis Studies | 2 | 15 | 25 | 21 | *19* |
| | P02 | Number of NOCS Classification Change Requests (CCRs) | 150 | 164 | 152 | 124 | *145* |
| | P03 | Number of NOCS Tasks | N/A | 16 | 23 | 16 | *20* |
| M2 Fleet Manpower Requirement Determination (FMRD) Program | P04 | Number of Aviation Manpower RQMT Determination (MRD) Studies | 13 | 32 | 9 | 17 | *33* |
| | | Number of Afloat / Exped MRD Studies | 12 | 20 | 11 | 6 | *12* |
| | P05 | Number of Readiness Reviews (A-MPT, BCRs) | 481 | 788 | 747 | 590 | *721* |
| | P06 | Number of Aviation Acquisition Programs Assisted | 6 | 15 | 8 | 6 | *7* |
| | | Number of Afloat Acquisition Programs Assisted | 6 | 13 | 14 | 11 | *12* |
| | P20 | Number of Acquisition Manpower Model Reviews | 0 | 0 | 0 | 0 | *0* |
| | P07 | Number of Aviation Special Tasks | 12 | 8 | 2 | 2 | *2* |
| | | Number of Afloat / Expeditionary Tasks | 5 | 12 | 5 | 2 | *8* |
| | P08 | Number of Aviation Workload Doc Reviews | 31 | 37 | 50 | 41 | *41* |
| | | Number of Afloat/Exped Workload Doc Reviews | 75 | 112 | 118 | 113 | *100* |
| M3 Navy's Manpower Management Program Administration | P09 | Number of Policy Reviews | 864 | 1082 | 516 | 508 | *500* |
| | P10 | Number of Special Policy Tasks | 8 | 12 | 11 | 31 | *20* |
| | P11 | Number of Shore Manpower Change Requests (MCRs) | 5298 | 5143 | 4897 | 4972 | *4800* |
| | P12 | Number of Activity Manpower Document (AMD) Position Reviews | N/A | N/A | 1497 | 18714 | *4200* |
| | P13 | Number of MRD Tasks | 4 | 5 | 14 | 9 | *10* |
| M4 Navy's Manpower Information System (IS) Business Requirement | P14 | Number of System Change Requests (SCRs) | 124 | 88 | 73 | 67 | *50* |
| | P15 | Number of Request for Information Services (RISs) | 0 | 2 | 0 | 1 | *1* |
| | P16 | Number of Business Requirement (BURT) Change Requests | 882 | 340 | 59 | 94 | *30* |
| | P17 | Number of User Account Requests | 206 | 452 | 256 | 554 | *725* |
| | P18 | Number of Manpower IS Policy / Governance Tasks | 47 | 114 | 127 | 409 | *330* |
| | P19 | Number of Data Configuration Tasks | 259 | 276 | 82 | 138 | *100* |

# NAVMAC Production Plan

## *Key Performance Standard Metrics*

| | Mission Area | Functions | Lead Office | Performance Standard Metric | FY11 Actual | FY12 Actual | FY13 Actual | FY14 Actual | *FY15 Planned* |
|---|---|---|---|---|---|---|---|---|---|
| M1 | M1 Effective Navy Occupational Classification System (NOCS) | F1 Administer the Officer and Enlisted Occupational Classification Structure | Code 10 | Percent of Approved NEOS Documents Meeting Review Periodicity Standards | 92% | 98% | 98% | 100% | *100%* |
| | | | Code 10 | Percent of Completed CCRs Meeting Cycle Time Standards FYTD | 28% | 38% | 52% | 26% | *60%* |
| M2 | M2 Valid Fleet Manpower Requirements Determination (FMRD) | F2 Develop and document manpower requirements for all fleet activities within the Navy | Code 30 | Percent of Approved FMRD Documents in Compliance with FMRD Performance Criteria | N/A | 62% SQMD 100% MRW | 53% SQMD 95% MRW 45% STSTD | 51% SQMD 86% MRW 65% STSTD | *65% SQMD 92% MRW 66% STSTD* |
| | | | Code 40 | | N/A | 65% SMD 21% FMD | 75% SMD 47% FMD | 43% SMD 54% FMD | *82% SMD 63% FMD* |
| | | F3 Provide manpower requirements determination support for Navy's acquisition programs and initiatives | Code 30 | Percent of Completed Manpower Workload Document Reviews Meeting Cycle Time Standards FYTD | 100% | 100% | 100% | 100% | *100%* |
| | | | Code 40 | | 100% | 100% | 100% | 100% | *100%* |
| M3 | M3 Effective Manpower Management Program Administration | F4 Provide technical consulting services in all areas of manpower management to manpower managers, manpower Budget Submitting Offices (BSOs) and OPNAV sponsors | Code 20 | Percent of Manpower Management Policies Meeting Effectiveness Criteria Defined in the Manpower Management Policy Effectiveness Matrix Guide | N/A | 85% | 85% | 85% | *92%* |
| | | F5 Provide direct support to CNO central authority to enforce policy or additional technical guidance needed to achieve objectives of total force manpower management | Code 20 | Percent of AMD Position Data Meeting Compliance Rules Documented in the OPNAVINST 1000.16 and Activity Manpower Management Guide (AMM-G) | 99.7% | 99.78% | 99.97% | 99.96% Distrib<br>95.83% Non-Dist | *99.5% Distrib*<br>*98% Non-Dist* |
| | | F6 Provide direct support to Chief of Naval Operations (CNO) in managing the Navy Manpower Requirements Program | Code 20 | Percent of MRD Policies Meeting Effectiveness Criteria Defined in the Manpower Management Policy Effectiveness Matrix Guide | N/A | 85% | 85% | 85% | 92% |
| M4 | M4 Effective Information System (IS) Performance of Manpower Process | F7 Provide functional management support for assigned manpower Automated Information Systems (AIS) | FMO | Percent of Manpower Business RQMT Met by Information System (IS) (TFMMS / NMRS) | 72% AMM 51% FMRD | 72% AMM 49% FMRD | 84% AMM 49% FMRD | 85% AMM 54% FMRD | *85% AMM 54% FMRD* |

# NAVMAC Goals & Objectives

## Strategic Goals

| Goal 1 | Goal 2 | Goal 3 | Goal 4 | Goal 5 | Goal 6 |
|---|---|---|---|---|---|
| Improve Navy manpower products to support a skill-based workforce | Define and structure manpower business requirements to comply with DoD/CNO Information Mgmt (IM) initiatives. | Improve Navy Manpower Requirements Determination Processes and Products to enhance Position Management Line of Business (PMLOB) | Increase visibility, availability, and usability of NAVMAC information | Increase stakeholder confidence in NAVMAC's products and services. | Foster an effective workforce to maximize NAVMAC capabilities |

## Business Objectives

| | | | | | |
|---|---|---|---|---|---|
| 1.1 Support and complete NPC skill-based taskers<br>1.2 Develop a Total Force process for conducting Job Analysis.<br>1.4 Develop a Total Force task-based classification system.<br>1.5 Develop Universal Task list<br>1.6 NEC Funding Initiative<br>1.7 Develop and Implement Survey Capability<br>1.8 Conduct a NAVMAC /NETC CPI project on NEOS development and usage<br>1.9 Implement a common framework for governing Total Force Jobs | 2.1 Document Activity Manpower Management business requirements (AMM-BURT)<br>2.2 Document fleet manpower requirements determination business requirements (FMRD-BURT)<br>2.4 Identify gap between current & projected manpower Information Systems (IS) performance & AMM-BURT<br>2.5 Identify gap between current and projected manpower IS performance & FMRD-BURT.<br>2.6 Support Enterprise Information Management (EIM)-Submit SCRs/RIS as needed<br>2.7 Reduce PII Footprint -Submit SCRs/RIS as needed<br>2.8 Support ADE/ADW - Submit SCRs/RIS as needed<br>2.9 Develop Position Management IT Portfolio Transition Plan & submit new initiatives as needed.<br>2.10 Document shore manpower requirements determination business requirements (SMRD-BURT) | 3.1 Improve framework and business requirements for Navy Position Management Line of Business (PMLOB)<br>3.2 Improve current FMRD factors, allowances, & standards<br>3.3 Develop new processes to improve how MRD captures work, packages work, optimizes manpower, & models manpower<br>3.4 Increase currency and effectiveness of Manpower Management policy documents<br>3.5 Increase MPTE Supply Chain understanding of Navy manpower and the application of manpower solutions across Supply Chain initiatives | 4.1 Assess NAVMAC manpower information sources and customer defined criteria to determine usable, accurate manpower information for dissemination<br>4.2 Assess and implement a means of making NAVMAC information readily available to our customers<br>4.6 Improve efficiency / effectiveness of and enterprise access to authoritative NOOCS/NEOCS processes & products | 5.1 Institutionalize NAVMAC's involvement in acquisition<br>5.2 Increase manpower product currency<br>5.3 Fully involve stakeholders in all manpower processes<br>5.5 Align with Industry Standards<br>5.6 Execute a brand marketing strategy, with focus on high visibility, high impact projects.<br>5.7 Increase Accuracy of Manpower Processes * Products<br>5.10 Update aging aviation staffing | 6.1 Assess & align NAVMAC work<br>6.2 Develop a Results Oriented Work Environment by increasing workforce development<br>6.3 Identify, establish & publish NAVMAC SOP's in a central location<br>6.4 Establish NAVMAC's workforce mobility readiness<br>6.5 Identify and publish sources of educational manpower information |

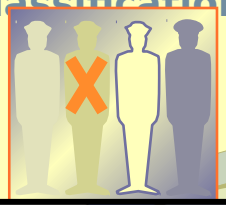
# Backup

# The MPTE Supply Chain

*…all manufacturing processes begin with the demand…*

Selection & Classification

"Sorting"



Recruiting

"Gathering Raw Material"

"Assembly & Polishing"

Training

**PMO**

"Operations"

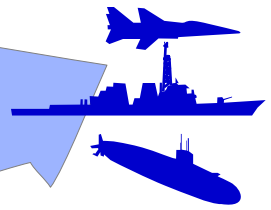
"Defining Demand"

"Shipping/ Delivery"

Distribution & Assignment

"Customer Care"

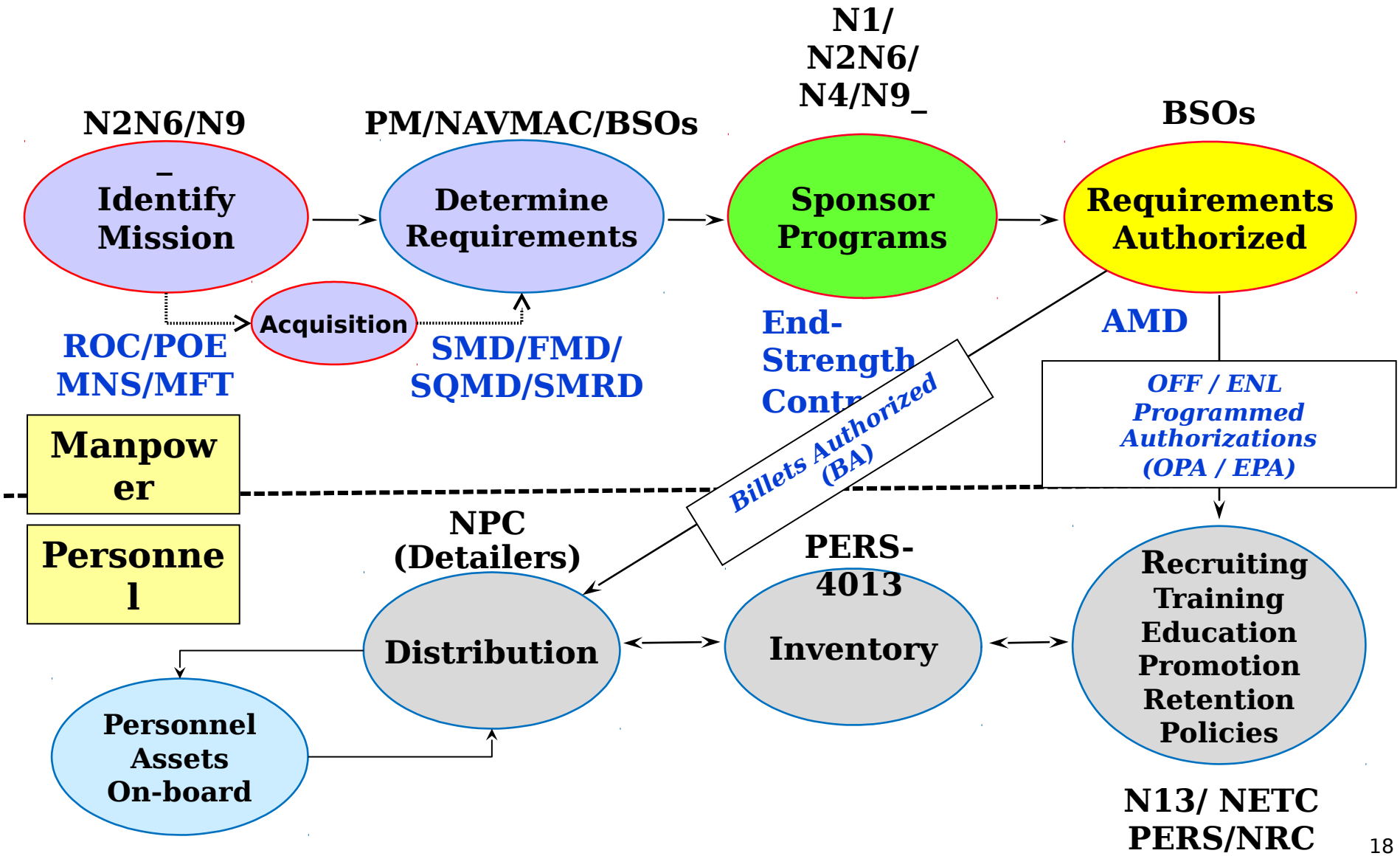
Family & Sailor Care



**Delivering Fleet Readiness**

# Manpower Process Documents

## *High Level - Integration*



# Manpower-vs-Manning

## *NAVMAC's FMRD Field of Operation*

*...manpower requirements are only a part of the overall picture...*

Requirements

Endstrength

Authorization

Personnel

RQMT

Work

ROC/
POE

Classify Work

Work

Classifications

Work

MFT

Initial Manpower Specification

Funding

Authorization

Levels of Risk

NMP

COB

Navy Manning Plan

Current On-board

Places

Controls

Demand

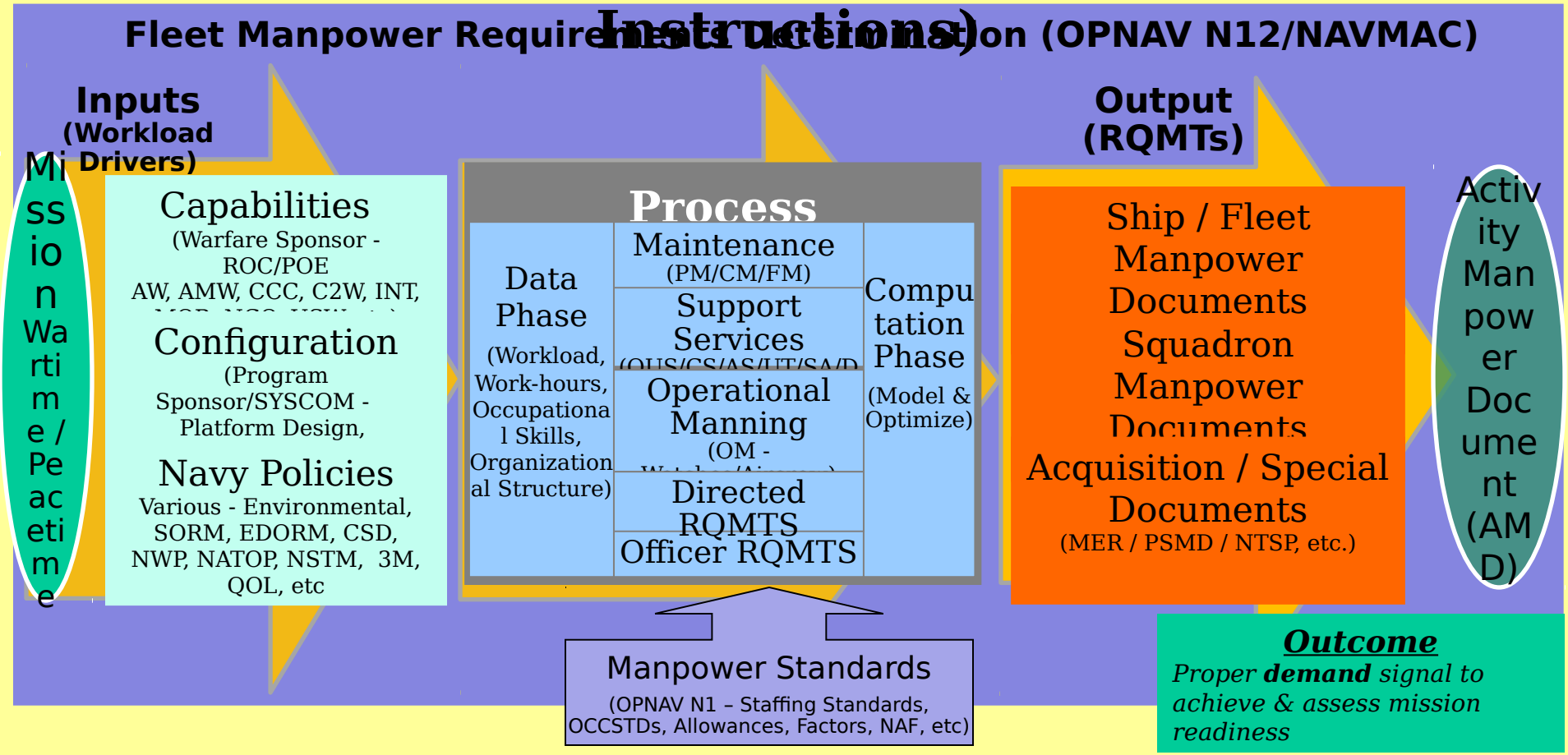
Faces

**NAVMAC Direct Work**

**NAVMAC Support to N12**

# Fleet Manpower Requirements Determination (FMRD)

**Higher Headquarters Controls**
**(DoD, SECNAV, OPNAV Instructions)**




*The Key – Changing any of the Inputs will change the Output*